



Strategic Plan

2025 - 2027

PREPARED FOR THE FUTURE

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Executive Summary

MISSION STATEMENT

To champion the welfare, growth and sustainability of greyhound racing in NSW by supporting our breeders, owners and trainers.

OUR VISION

To be the leading organisation in promoting responsible and successful greyhound breeding and racing, with a strong commitment to animal welfare and community engagement.



From the Chairman

As we stand at the threshold of a new strategic cycle, the Greyhound Breeders Owners and Trainers Association of NSW (GBOTA) is called not just to reflect—but to act. This Strategic Plan 2025–2027 sets out a roadmap not only for survival or reform, but for genuine renewal. It is a plan forged with pride in our history, resolve in our present and ambition for our future.

For close to a century, GBOTA has been a cornerstone of greyhound racing in New South Wales. Our organisation has survived economic hardship, political scrutiny and generational change. Through it all, the commitment of our members—across every region—has remained the bedrock of our identity. It is this legacy that now compels us to ensure that the GBOTA not only endures, but evolves.

We now stand together at a time of reckoning and renewal. Greyhound racing faces complex questions—about integrity, sustainability, community relevance and social licence. But we are not powerless. With the right leadership, the right policies and the right values, our industry can set a new standard. The GBOTA must lead that charge—not from the sidelines, but from the front.

This plan identifies our key priorities: stronger member engagement, clearer governance, enhanced welfare and rehoming frameworks, strategic commercial development and a renewed commitment to club support and viability. But its success depends on more than words. It will require conviction, cooperation and hard work. It will require each of us—whether board member, club president, trainer or volunteer—to lend a hand and carry this vision forward.

We do this not for ourselves alone, but for the generations who will inherit this industry. For the young trainer walking into a track for the first time. For the retiring greyhound finding a home. For the racing club preparing its centenary.

Let this be our shared task: to ensure that the GBOTA not only survives the years ahead, but emerges stronger, prouder and more united than ever before.



Geoffrey Rose
CHAIRMAN

From the CEO

The GBOTA has been an important part of greyhound racing in New South Wales for almost 100 years. During that time, we've supported the sport through both great successes and tough challenges.

As we release the GBOTA Strategic Plan 2025–2027, we understand this isn't just about planning for the next few years—it's about shaping our future. That's a big responsibility, and we take it seriously.

This plan comes from honest self-assessment, feedback from members and partners, and a realistic look at where we are today. It represents a change in direction: moving from reacting to problems to leading with purpose. We're shifting from maintaining old systems to modernising our organisation. Our sport—and the people in it—deserve that progress.

This strategy sets out a clear vision for a stronger, more effective, and more united GBOTA. It focuses on improving governance, facilities, communication and outcomes—for our greyhounds, our members and the communities we serve.

We know this won't be easy. The industry is changing fast, and expectations around animal welfare and safety are higher than ever. These must always be our top priorities. We need to show leadership and set the standard for what a modern, trusted greyhound organisation looks like.

I want to thank our Board for their leadership. They have not been content to maintain the status quo—they've been willing to make tough but necessary changes. Their focus on reform, unity, and long-term improvement made this plan possible. I also thank our staff and members for their honest input and ongoing support.

This strategy is realistic and direct. It addresses our challenges, sets clear priorities, and reinforces that animal welfare is central to everything we do. It lays out our plans for improving infrastructure, supporting clubs, growing membership, planning for the future, and improving our digital systems. It also makes one thing clear: everyone must be accountable and committed to action.

But no plan will work without the people who bring it to life. That means you—our club leaders, trainers, track staff, volunteers, new participants, and life members. Your belief and involvement will determine our success.

This is not a time to step back—it's a time to move forward. With discipline, care, and unity, we will take the GBOTA into a stronger future.



Daniel Weizman
CHIEF EXECUTIVE OFFICER

Strategic Analysis

SWOT Analysis

The SWOT analysis identifies the internal and external factors that could impact GBOTA's ability to achieve its long-term strategic objectives.

S.W.O.T.

<i>Strengths</i>	<i>Weaknesses</i>	<i>Opportunities</i>	<i>Threats</i>
Established reputation in the industry.	Declining membership numbers.	Expansion into new markets.	Increased regulatory scrutiny.
Strong network of breeders, owners and trainers	Dependence on traditional revenue streams.	Technological advancements.	Competition from other forms of entertainment.
Access to significant resources for welfare programs.	Resistance to change.	Enhanced community engagement.	Economic downturns.



Strategic Pillars

The GBOTA Strategic Plan 2025–2027 is built around four core pillars that define where we must focus our energy, investment and leadership over the next three years. These pillars are not abstract ideas—they are the practical foundations on which our future will be built. Each speaks to a clear priority for our sport and our organisation: the welfare of our greyhounds, the strength of our communities, the sustainability of our growth and the integrity and innovation that will secure our place in the modern sporting landscape.



CARE AND WELFARE



COMMUNITY AND ENGAGEMENT



SUSTAINABLE GROWTH



INTEGRITY AND INNOVATION



CARE AND WELFARE

goal

Ensure the highest standard of care and welfare for greyhounds

objectives

Implement and advocate for advanced welfare programs

Increase funding and resources

Promote a culture of responsibility

KPIs

REGULAR WELFARE AUDITS

REDUCTION IN GREYHOUND INJURIES

INCREASE IN REHOMING RATES

Community and Engagement

goal

Strengthen the connection between the greyhound racing community and the broader public

objectives

Develop outreach programs

Increase community events and partnerships

Enhance communication channels

Explore syndication models

KPIs

INCREASE IN COMMUNITY AND EVENT PARTICIPATION

INCREASE IN SOCIAL MEDIA ENGAGEMENT

IMPROVEMENT IN PUBLIC PERCEPTION

Sustainable Growth

goal

Ensure long-term sustainability and growth

objectives

Diversify revenue streams

Invest in modern infrastructure

Promote youth involvement

KPIs

REVENUE GROWTH

INCREASE IN PARTICIPATION

COMPLETION OF KEY INFRASTRUCTURE PROJECTS

INCREASE IN MEMBERSHIP NUMBERS

Integrity and Growth

goal

Maintain high integrity standards while embracing innovation

objectives

Implement stringent compliance measures

Foster a culture of innovation

Leverage data and technology

KPIs

REGULAR WELFARE AUDITS

REDUCTION IN GREYHOUND INJURIES

INCREASE IN REHOMING RATES

Implementation

Action Plan and Timeline

The GBOTA Strategic Plan 2025 - 2027 will be delivered in three phases.

Year 1 - Foundations

Roll out advanced welfare programs, launch community engagement initiatives and commence key infrastructure improvements.

Year 2 - Expansion

Extend programs, grow participation and integrate new technology to improve operations and member experience.

Year 3 - Optimisation

Evaluate all strategies, refine delivery and embed continuous improvement across the organisation.

Monitoring and Evaluation

Progress will be tracked through regular monitoring processes, annual reviews and quarterly KPI dashboards. This ensures transparency, accountability and the ability to adjust strategies in real time.



We need you



We will not achieve our shared ambition without you. The GBOTA Strategic Plan 2025–2027 is more than a blueprint—it is a commitment to the future of greyhound racing in New South Wales, built on the principle that the safety and welfare of our greyhounds comes first in everything we do.

Delivering on this vision will take all of us—Board, members, participants and supporters—working side by side, lending our skills, our voices and our resolve. The path ahead demands unity.

Together, we can ensure our sport not only meets the highest standards of care, integrity and community engagement, but thrives for generations to come.



